



Action Agenda

Wake Forest Community Plan









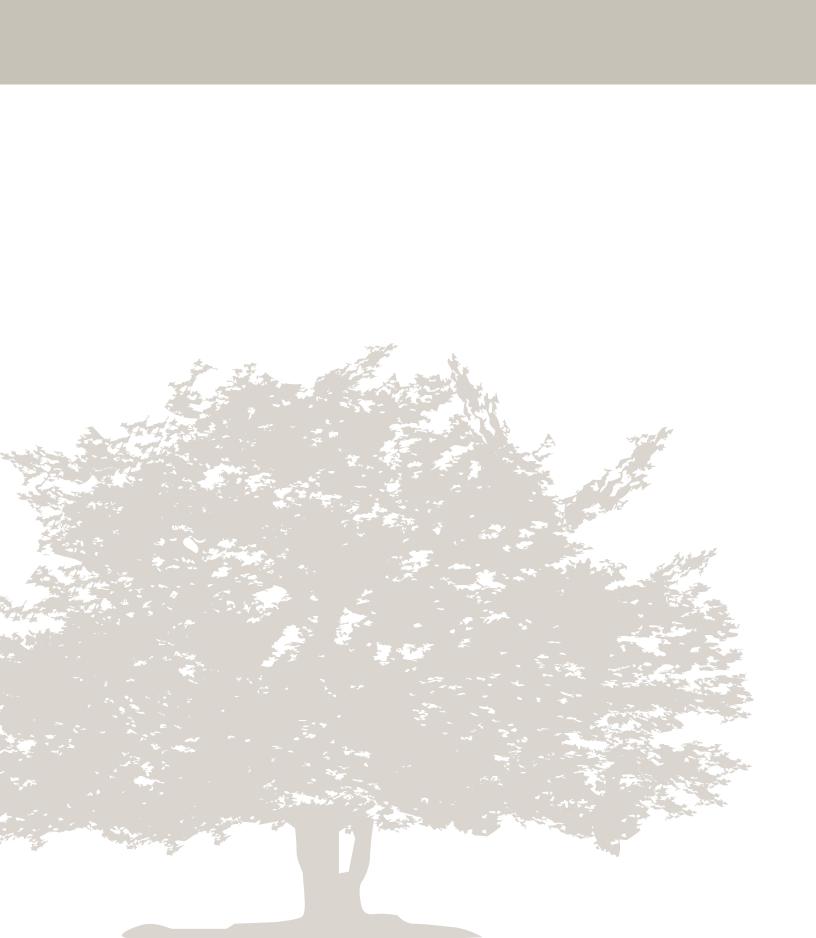




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CONTENTS



| Introduction5 |
|--|
| Town Areas6 |
| Neighborhoods 6 Commercial Areas 8 Business and Industrial Areas 9 Downtown Wake Forest 10 Parks, Open Space and Recreation 11 |
| Town Transportation |
| Major and Minor Streets 11 Sidewalks 12 |
| Bikeways 13 |
| Greenway Trails 14 Public Transportation 14 |
| Town Appearance15 |
| Street Trees 15 |
| Street Lights 15 Utility Poles and Wires 16 |
| Wireless Telecommunication Facilities 16 Town and Special Area Entrances 16 |
| Community Character 17 |
| Growth Management17 |
| Regional Intergovernmental Cooperation 17 Paying for Growth 18 |
| Quality of Life |
| A Healthy, Sustainable Environment 18 |
| Economic Development 19 Arts, Culture and Historic Preservation 19 |
| Public Safety 20 Leadership and Involvement 20 |
| |



Introduction

This *Action Agenda* is a to-do-list of things that could be done in support of the Vision Statements and Policies set forth in the Town of Wake Forest Community Plan¹. (available under separate cover) Implementation Actions are not policy statements. These proposed actions of the Town are set forth in this freestanding document precisely because, unlike policy statements, they are subject to change and frequent updating. Unlike a vision or policy, once an implementation action is completed, it often goes away; it gets checked off the list. Actions may be considered as potential work program items for implementation by the Town in subsequent fiscal years. It should not be expected that all or even most implementation items can be completed in the first few fiscal years. Priorities must be chosen and budgets considered. Ideally, implementation actions should be updated each year in concert with the Town's work program and budget process.

The implementation actions listed here are organized by policy headings. Not every policy statement contained in the Community Plan will have a corresponding implementation action. Conversely, some implementation actions will work in support of more than one policy area. For the sake of brevity, implementation actions are generally not listed more than once.

¹ Not all policy statements require an implementation action. While the action items listed here have been grouped under the corresponding policy sections of the Community Plan, there is no intent to assign a particular implementation action to a particular policy. Rather, it is the overall grouping of policies and supporting actions that is relevant.

TOWN AREAS

Actions Related to Neighborhoods

Older Neighborhoods

Action ON-A: Renew the Police Department's organizational structure for community policing, especially in the older parts of town.

Action ON-B: Restore police patrols on bicycles.

Action ON-C: Prepare a master plan and schedule for replacing existing, taller "cobrahead" streetlights with pedestrian-scaled streetlights, especially in the older parts of town.

Action ON-D: Prepare and implement a public education campaign encouraging property owners to install ground level lighting, entryway lights and motion-detection security lights.

Action ON-E: Provide neighborhood improvement planning, focused on police protection, code enforcement, housing rehabilitation programs and public improvements to one at-risk neighborhood at a time. Sustain a coordinated effort for several years before taking on a new neighborhood.

Action ON-F: Work closely with receptive neighborhoods who do not have a homeowner's association to establish and enforce performance-based (checklist-style) architectural compatibility standards for new development and rehabilitation.

Action ON-G: Examine current development regulations with an eye toward relaxing standards for existing small businesses when they want to improve. Eliminate onerous requirements or provide incentives to offset them.

Action ON-H: Recruit a full service grocery store, as well as other basic businesses to the downtown area. Ensure that the buildings occupied by such businesses honor the architectural and historic character of the downtown.

Action ON-I: Work with neighborhood residents to allow appropriately located, designed and scaled businesses offering basic necessities to be established within walking distance of existing neighborhoods.

Action ON-J: Encourage redevelopment and infill projects in older neighborhoods to take future public transit corridors and routes into consideration during their planning.

NEWER NEIGHBORHOODS

Action NN-A: Implement the priority actions recommended in the Town of Wake Forest Bicycle Plan.

Action NN-B: Prepare a master plan and schedule for installing sidewalks according to objective criteria. (e.g. proximity to a school or park, acknowledging an existing, heavily worn pedestrian path, etc.)

Action NN-C: Prepare special corridor plans for certain streets experiencing pressure to undergo conversion from residential to commercial development. (e.g. South Main Street and Wait Avenue/Durham Road). Implement special development standards and protective measures to preserve the character and value of these important streets.

Action NN-D: Examine underutilized, residentially zoned properties located at the intersection of two or more through streets to determine whether they might be ripe for non-residential development serving nearby residential areas. Consider approving rezoning requests for appropriately designed and scaled development.

FUTURE NEIGHBORHOODS

Action FN-A: Prepare a master plan for future transit services in Wake Forest, focusing on primary transit corridors. Use this map in reviewing development proposals that adjoin the corridor so as to promote transit sensitive development.

Action FN-B: Follow through on the creation of a new zoning district tentatively identified as "Village Commercial". Consult with one or more prospective developers to make the details work for both the developer and the community.

Action FN-C: Adopt a new provision in the Town zoning ordinance concerning amenities centers (e.g. club house, tennis courts, pool). Include among the provisions a requirement that amenities centers be centrally located so as to maximize opportunities for access on foot or bicycle.

Action FN-D: Establish or enhance location and design standards for multifamily housing (apartment complexes, townhouses and condominium developments) within the Town zoning ordinance in accordance with the policies of this plan.

Action FN-E: Hold strongly to the current Town requirement for street stubouts for street connections to future neighborhoods and access to local shopping and services. Continue to prohibit gated communities.

Action FN-F: Require traffic calming design features on new neighborhood streets. Amend Town standards as necessary to implement a "complete streets" policy serving automobiles, bicyclists and pedestrians equally.

Action FN-G: Acknowledge, protect and improve open space, greenway, and bikeway corridors when reviewing and approving proposed developments.

Action FN-H: Explore alternative methods of providing for work force housing in Wake Forest.

Actions Related to Commercial Areas

Existing Commercial Areas

Action EC-A: Prepare a design guidelines booklet illustrating how existing commercial properties can upgrade their appearance, function and customer base by:

- 1. improving largely barren parking lots with planting islands and median dividers, shade trees and pedestrian walkways.
- 2. installing "convenience clusters" for pedestrians, bicyclists and existing or future transit riders.
- 3. consolidating existing multiple driveway cuts onto major streets and providing connections between parking lots of adjoining businesses.
- 4. replacing old, commercial strip-style, pole-mounted signage with attractive monument style signage and landscaping.
- 5. establishing new infill development along the street edge of existing, over-designed and under-utilized parking lots.

FUTURE LARGE SCALE COMMERCIAL AREAS

Action LSC-A: Prepare a design guidelines booklet illustrating how large scale commercial developments can:

- 1. provide for a mixture of compatible land uses.
- 2. be best located at the intersection of two or more major streets.
- 3. employ smaller buildings and offices at the perimeter of large scale commercial development as a transitional land use buffer adjacent to residential areas.
- provide for pedestrian and bicycle access to the commercial area, even if automobile access from the adjoining residential area is
- pull their principle buildings up to the street, with parking placed to the rear, side or an interior parking "courtyard" of the development.
- employ all around architecture, thereby presenting an attractive appearance not only to major street frontages, but also to the interior of the neighborhood planning area.
- be pedestrian-oriented and transit-sensitive.

Action LSC-B: Require that any new large scale commercial development interconnect internal parking and provide for driveway connections to adjoining commercial properties.

Action LSC-C: Establish a supplementary district regulation addressing the particular design issues related to auto dealerships, large equipment sales and other businesses primarily dependent upon expansive outdoor sales lots.

Action LSC-D: Establish a supplementary district regulation addressing big box retail stores, their design and reuse or abandonment. Do not allow the owners of these buildings to keep them vacant and unavailable for occupancy.

FUTURE SMALL SCALE NEIGHBORHOOD BUSINESSES

Action SSB-A: Prepare a design guidelines booklet illustrating how smallscale neighborhood businesses can:

- be incorporated into the design of new neighborhoods. 1.
- 2. be best located near the center of a neighborhood planning area.
- 3. be designed at a residential scale and character.
- 4. be coordinated with bikeways and, where appropriate, future
- 5. employ mostly on-street, rather than off-street, parking.
- employ residential scale signage and lighting.
- 7. be pedestrian-oriented and transit-sensitive.
- 8. be integrated into the amenities center of some neighborhoods,
- 9. be located near a public park, elementary school, community center or other public amenity.
- 10. have living quarters integrated into the same building as the neighborhood business.

Actions Related to Business and Industrial Areas

FIRST GENERATION BUSINESS AND INDUSTRIAL AREAS

Action FGI-A: Provide ombudsman-type assistance to prospective business enterprises seeking to employ vacant warehousing and manufacturing buildings for adaptive reuse.

Action FGI-B: Prepare a design guidelines booklet illustrating how new infill development on former commercial or industrial sites can respect the surrounding neighborhood context.

Second Generation Business and Industrial Areas

Action SGI-A: Provide ombudsman-type assistance to prospective business enterprises seeking to employ vacant warehousing and manufacturing buildings for adaptive reuse.

Action SGI-B: Cooperate with state and federal regulatory agencies concerning the enforcement of environmental regulations and building standards.

THIRD GENERATION BUSINESS AND INDUSTRIAL AREAS

Action TGI-A: Reexamine the zoning map and development regulations as to the appropriate locations and standards for warehouse and distribution uses within the Town's planning jurisdiction.

Action TGI-B: Establish measurable, quantitative performance standards for acceptable levels of environmental impact relative to new industrial operations. Consider, for example, air quality, water quality, lighting spillover, noise, odor, and truck traffic, among others.

Action TGI-C: Examine landscape and buffering standards for industry and warehousing, (to include self-storage warehousing), particularly as to the improved appearance of such uses when adjoining a public right of way.

Actions Related to Downtown Wake Forest

Action D-A: Complete the Wayfinding Project that directs visitors to downtown area locations.

Action D-B: Coordinate downtown area projects in accordance with the three development districts identified in the Renaissance Plan: (1) Arts and Entertainment, (2) Town Center South and (3) Campus District.

Action D-C: Complete improvements to Franklin Street so as to create a new, attractive entryway into the downtown.

Action D-D: Complete streetscape improvements to South White Street. Continue pedestrian oriented improvements to other streets in the downtown area as budgets allow.

Action D-E: Encourage area economic development officials to direct new businesses requiring office space to compatible buildings and sites in or near the downtown area first.

Action D-F: Work with merchants and property owners to amend downtown area development regulations to permit office and assembly-type uses on upper floors only, reserving ground floor space for retail.

✓ **Action D-G:** Complete the new Town Hall.

Action D-H: Maintain the Town's commitment to preserving and locating municipal office space in the downtown, including, for example, a new police headquarters.

Action D-I: As conditions warrant, find a new permanent home for the Farmer's Market in the downtown area.

Action D-J: Continue to employ the Renaissance Area Urban Code in reviewing and approving downtown area development, redevelopment, and renovations.

Action D-K: Hold an educational workshop to educate property owners, tenants, and town decision makers as to the requirements and opportunities for rehabilitation under the State building code, and rehab tax credits to offset rehab costs.

Actions Related to Parks, Open Space and Recreation

Action PR-A: Complete Phases 1, 2 and 3 of the Master Plan for Joyner Park including, most notably, the amphitheater, farm restoration, picnic areas, playing fields, playground and community center.

Action PR-B: Complete the athletic facilities at the new Heritage High School, including soccer fields, baseball fields, tennis courts and a significant greenway segment.

Action PR-C: Continue to work with private sector developers in implementing the Wake Forest Open Space and Greenway Plan, focusing on priority greenway segments as identified in the recent update to the Plan.

Action PR-D: Periodically examine options for park maintenance, including opportunities for privatization and volunteerism.

Action PR-E: Continue to implement the Town Master Parks and Recreation Plan.

TOWN TRANSPORTATION

Actions Related to Major and Minor Streets

Action S-A: Work with property owners and business interests to prepare or update special roadway corridor plans and associated zoning overlay district(s) for certain major streets in Wake Forest. In addition to Capital Boulevard and the new NC 98 Bypass, these other streets might include, for example:

- S. Main Street between Capital Boulevard and the downtown area
- N. Main Street from the downtown area north to the town limits
- Durham Road from the downtown area west to the town limits
- Stadium Drive from the downtown area to Capital Boulevard
- Wait Avenue from the downtown area to Jones Dairy Road.

Action S-B: Amend the Town's subdivision regulations to allow for local streets to have "offset" and "y" intersections, allowing for the creation of memorable street spaces and reference points in a neighborhood.

Action S-C: As budgets allow, install landscaped central medians in excessively wide local streets (e.g. East Holding Avenue as shown in the Renaissance Plan, West Holding Avenue though Tyler Run and the upper part of North Allen Road).

Action S-D: Amend the Town's subdivision regulations to allow for maximum block lengths of no more than 500 feet and preferably 400 feet.

Action S-E: Amend the Town's development regulations to include a "connectivity index", a straightforward performance standard that discourages the overuse of cul de sacs.

Action S-F: Establish a program of neighborhood traffic studies, working closely with involved residents to address traffic issues and employ traffic calming techniques as appropriate. Establish a toolbox of priority traffic calming techniques. Limit the use of speed bumps.

Actions Related to Sidewalks

Action SW-A: Implement the specific project priorities for sidewalk construction as recommended in the 2006 Pedestrian Plan (e.g. pedestrian access to schools, parks and greenways as well as along major streets).

Action SW-B: Supplement the project priorities of the Pedestrian Plan with other observed sidewalk priorities as they arise (e. g. emergence of a well-worn path following the construction of a nearby residential or commercial development, identification of a critical missing link along a major roadway, not previously evident, etc.).

Action SW-C: Amend the Town's development regulations to require sidewalks on both sides of the street in "front porch" developments. (i.e. developments where homes have been pulled up close to the street and

have functional front porches) and within walking distance of schools or commercial centers.

Action SW-D: Amend the Town's development regulations to require that sidewalks have a minimum width of five feet and a minimum verge width (i.e. space between the sidewalk and the edge of the street) of not less than 6 feet.

Action SW-E: Continue to retrofit existing sidewalks with handicapped ramps whenever an existing sidewalk must be repaired or when a street is resurfaced.

Action SW-F: Establish a program examining the need for crosswalks throughout the community; install crosswalks appropriate for each location, as budgets allow (consult the Pedestrian Plan). Establish a program to retrofit signalized intersections with pedestrian signals. Require all new traffic signals to include pedestrian signalization.

Actions Related to Bikeways

Action B-A: Implement the specific project priorities for bikeway improvements as recommended in the 2008 Wake Forest Bicycle Plan.

Action B-B: Striped bicycle lanes, wide striped shoulders, or off-road multiuse paths should be created along the following streets:

- Main Street: Capital Boulevard to Downtown
- Rogers Road: Main Street to Forestville Road
- Wait/Roosevelt Avenue: Main Street to NC 98
- White Street: Elm Avenue to Town Limits
- Harris Road: Capital Boulevard to Oak Street
- Ligon Mill Extension: Main Street to Durham Road
- Ligon Mill: Louisburg Road to Main Street

Action B-C: Amend the Town's subdivision regulations and/or Town Code to require bicycle lanes or wide striped shoulders, on streets with a functional classification of Urban Collector or higher and, further, to require signage to indicate the presence of cyclists to motorists.

Action B-D: Require all new traffic signals, and any signal upgrades, be set so that they may be triggered by cyclists.

Action B-E: Require that new public and private developments provide for bicycle parking and bicycle access via bicycle lanes and connections to greenway trails.

Action B-F: Explicitly recognize bikeways in the planning and design

process for all new road construction or improvements to existing roads, including both state highways and local streets.

Action B-G: Amend the Town's Manual of Specifications to include bicycle facilities as part of the Traffic Impact Analysis and a potential traffic mitigation strategy for new developments.

Action B-H: Working with the School Administration, establish pedestrian and bicycle friendly school zones around each elementary, middle, and high school in Wake Forest. Require that new schools have safe pedestrian and bicycle access planned into the design from the outset.

Action B-I: Create an annual budget item specifically to address bicycle-related improvements and to speed the process of making the town more bicycle-friendly.

Action B-J: Apply to have Wake Forest designated a Bicycle Friendly Community.

Actions Related to Greenway Trails

Action GT-A: Conduct a study to determine how best to fund and construct greenway trails in Wake Forest. Consider the three methods set forth in the Greenway Trails Chapter of the Community Plan:

- 1. Set aside a percentage of all parks and recreation impact fees specifically for greenway trails.
- 2. Require developers to build a greenway, rather than simply reserve land, when an approved greenway corridor falls within their project; require a payment in lieu of construction when construction is not feasible.
- Require developers to include existing or proposed greenways in their plans as submitted, and construct connections to them, just as they would identify and construct connections to existing roads.

Action GT-B: Amend the Town's fee schedule to require developers to pay a "connection fee" when accepting a new greenway into the Town's system. The fee would be in exchange for a guarantee that the Town would be responsible for perpetual maintenance and security responsibilities.

Actions Related to Public Transportation

Action PT-A: Continue to evaluate the Wake Forest to Raleigh express bus service as to the frequency and timing of service, fares, etc. to promote

maximum ridership and convenience for travelers to and from the capitol district.

Action PT-B: Continue to evaluate the Wake Forest circulator bus service as to the best stops, frequency of service, fares, etc. to promote maximum ridership and convenience within the community.

Action PT-C: Amend the Town's development regulations to encourage compact, transit compatible development patterns.

Action PT-D: Amend the Town's development regulations to include development standards for the location and design of transit stops and convenience clusters in public and private developments.

TOWN APPEARANCE

Actions Related to Street Trees

Action ST-A: Prepare a street tree planting master plan to address: 1) the retrofitting of existing streets, where appropriate, 2) the planting of future streets and 3) the maintenance and replacement of dead, diseased or disfigured trees

Action ST-B: Prepare a street tree planting master plan for just the downtown and the older neighborhoods near it.

Action ST-C: Include street tree planting plans in any corridor improvement plans for major streets.

Action ST-D: Amend the Town's municipal code and zoning ordinance so as to establish a consistent preferred distance between large street trees.

Action ST-E: Implement a street tree retrofitting program whereby the Town offers to plant street trees within existing neighborhoods. Make the program competitive with respect to each neighborhood's level of consensus and support for the initiative.

Actions Related to Street Lights

Action SL-A: Periodically evaluate emerging lamp technologies for streetlights with regard to color (whiteness), brightness and energy efficiency.

Action SL-B: Continue to work with electric service providers to maintain and improve upon consistent standards for street light selection and installation within the Town limits.

Action SL-C: Amend the Town's development regulations as necessary to require that the installation of new streetlights correspond to the installation

of sidewalks in new developments. That is, if sidewalks are installed on both sides of a street, then streetlights should also be on both sides.

Action SL-D: Allow the downtown area to have special standards for streetlights, consistent with the unique, historic character of the area.

Actions Related to Utility Poles and Wires

Action UPW-A: Prepare a master plan for the undergrounding of overhead utilities, with priority given to predetermined areas such as:

- 1. major town entrances and gateway corridors.
- high visibility, pedestrian-oriented areas.

Action UPW-B: Establish an opportunity fund for the undergrounding of utilities to capitalize upon situations that may arise such as when a road is widened or when significant upgrades in utility services are implemented.

Action UPW-C: Encourage electric service providers to underground utilities when relocating lines.

Actions Related to Wireless Telecommunication Facilities

Action TF-A: Periodically evaluate town standards for emerging wireless telecommunication technologies to facilitate their use as an important economic development feature while 1) protecting the public health, safety and welfare of area residents and 2) preserving the historic and aesthetic qualities of Wake Forest.

Actions Related to Town and Special Area Entrances

Action TE-A: Work with property owners and business interests to prepare or update special roadway corridor plans and associated zoning overlay district(s) for certain major streets in Wake Forest. Specify streetscape improvements for streetlights, sidewalks, commercial signs, underground utilities, etc. (Also see Action S-A regarding Major Streets)

Action TE-B: Work with the NC Department of Transportation when plans

are being prepared to upgrade the function and/or appearance of bridges, underpasses, overpasses or other major roadway features within the town.

Actions Related to Community Character

Action CC-A: Prepare a map of Wake Forest that identifies exceptional locations, views and vistas within the community. Reference this map, along with supporting photo documentation, in the Town zoning ordinance and employ it when reviewing development proposals.

Action CC-B: In reviewing site plans, subdivisions and planned unit developments, the Town should encourage developers to place noteworthy buildings, open spaces, or other design features in positions of visibility and prominence.

GROWTH MANAGEMENT

Actions Related to Regional Intergovernmental Cooperation

REGIONAL TRANSPORTATION

Action RT-A: Work with the Southeastern High Speed Rail Initiative when plans are being prepared to adjust rail alignments and close street crossings in Wake Forest.

Action RT-B: Continue to work with the Capital Area Metropolitan Planning Organization on regional transportation issues, including the US 1 Corridor Study, as developed through an interagency agreement between the City of Raleigh, NCDOT, Triangle Transit, and the Town of Wake Forest.

Water and Sewer

Action WS-A: Work with the City of Raleigh to serve priority growth areas with centralized water and sewer services.

Action WS-B: Encourage developers to employ water reuse technologies for golf courses, appropriate open spaces, and other uses.

WATER CONSERVATION

Action WC-A: Work with all other local area governments on effective, long term management strategies for water conservation and supply.

Action WC-B: Continue to implement the full range of water conservation strategies set forth in the Town's adopted water conservation policies.

COMMUNITY-ORIENTED SCHOOLS

Action COS-A: Work with the Wake County School Board and/or private entities to identify future sites for new schools in Wake Forest.

Action COS-B: Prepare location and design criteria to evaluate developer offerings for new school sites.

Action COS-C: Prepare a map showing priority pedestrian corridors within 1.5 miles of public schools in Wake Forest. Use this map to help determine sidewalk construction priorities.

Action COS-D: Continue to partner with the Wake County School system on the co-location and development of public recreation facilities at County school sites.

Action COS-E: Plan for Safe Routes to School and participate in activities designed to increase non-motorized trips to school.

Actions Related to Paying for Growth

Action PFG-A: Periodically evaluate and update the Town's cost recovery fee structure related to the demand for public services and facilities caused by new growth and development.

Action PFG-B: Continue to prepare a long range capital improvement plan for major new facilities and other improvements as part of the Town's annual work program and budget setting process.

QUALITY OF LIFE

Actions Related to a Healthy, Sustainable Environment

Action HSE-A: Begin a local recognition and awards program for low impact and LEED Certified development.

Action HSE-B: Implement the walking, biking and public transit policies and actions identified elsewhere in the Community Plan and this Action Agenda.

Action HSE-C: Prepare a stormwater management plan for the town, focusing on drainage basins.

Action HSE-D: Periodically review the Town's parking requirements for various types of development with the objective of avoiding excessive parking and large, underutilized paved surfaces.

Action HSE-E: Supplement Wake County's hazardous waste recycling program by sponsoring or facilitating at least one additional event in Wake Forest each year.

Action HSE-F: Continue on-going, cooperative advanced planning with Wake County and other local governments for solid waste management and reduction of the waste volume.

Action HSE-G: Explore the need for low impact development requirements and standards.

Actions Related to Economic Development

Action ED-A: Before rezoning industrially zoned land to other purposes, consider the economic development and tax base implications carefully.

Action ED-B: Partner with other area local governments such as Rolesville, Youngsville and Franklin County to recruit desirable new business and industry to the area.

Action ED-C: Provide statistical and mapped information for local business owners, help facilitate networking among business owners, and help expedite the application and development review process for small business expansion and relocation within Wake Forest.

Action ED-D: Partner with the State and area economic development interests to establish a "certified sites program" to guarantee that specific opportunity sites in Wake Forest will meet all necessary requirements for immediate business development

Actions Related to Arts, Culture and Historic Preservation

Action ACH-A: Prepare a Public Art Vision Plan to determine types of art, potential locations, artist involvement, funding opportunities and other factors important to the establishment of a coordinated public art program in Wake Forest.

Action ACH-B: Establish a budget policy concerning the funding of public art as a line item in new construction and renovations of Town buildings and sites.

Action ACH-C: Make cultural arts coordination and programming a permanent function within the Town's recreation program.

Action ACH-D: Maintain an updated list of structures, buildings, monuments, landmarks, sites and neighborhoods of historic or architectural significance in Wake Forest.

Actions Related to Public Safety

Action PS-A: Continue with plans to build a new police department headquarters building within 5 years after completion of the new town hall.

Action PS-B: Reinstitute bicycle police patrols.

Action PS-C: Follow through on plans to establish a new computer-aided mapping reporting and record management system for the Police Department.

Action PS-D: Follow through on plans to build and equip additional fire stations as needed over the next 10 years (i.e. through 2018).

Action PS-E: periodically review the need for additional paid personnel, capital improvements and equipment needs to meet or exceed public safety standards, insurance ratings and other measures of public safety.

Action PS-F: Monitor and update the Hazard Mitigation Plan.

Actions Related to Leadership and Involvement

Action LI-A: Continue the practice of holding an appreciation dinner each year to honor the civic contributions of all advisory board members serving the Town.

Action LI-B: Continue to maintain and enhance the Town's internet and multi-media news dissemination capabilities to facilitate citizen access to Town information.

Action LI-C: Continue to support the Wake Forest Community Council (WFCC) as it coordinates and leverages the efforts of the many civic organizations active in the area.